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“Factors of Workplace Environment that Affects Employee Performance in an Organization”: A study on Greenwich University of Karachi

Marium Zafar *, Emadul Karim, Omair Abbas*****

ABSTRACT

Nowadays, organizations are aware of the fact that employee performance is one of the key factors behind any business's success, which is why the management is usually finding ways to increase the level of employee performance through various methods. It is the mission of organization to get people together to accomplish tasks and objectives by utilizing the resources effectively and efficiently. The basic objective of this study is to measure the impact of working environment factors on performance of employees working in Greenwich University (GU), through identifying the variables which includes leadership, organizational culture, training and development, rewards and incentives and stress. This study is quantitative in nature and is aimed to find out the relationship between the above mentioned variables and employee's performance of Greenwich University (GU) and the sample size is of 50 current employees. The hypothesis will be proven will by using Multiple Regression Analysis which is in SPSS software the reason for using MLR is that the research contains 5 independent variables and their affects have to be seen on employee's performance which is single dependent variable. The purpose of the study is to see the existing literature and theories in order to have a constructed framework of factors affecting employee performance. It was observed through the validity of the results that these environmental factors do have an impact on employee performance.

Keywords: *Employee Performance, Working Environment, Stress, Training and Development, Rewards, Culture, Leadership.*

INTRODUCTION

The Human Resource Management (HRM) department of any organization is one of the most critical element of the business, and one of its main aims is to maximize output from limited human resources and ensure that the organization is experiencing substantial growth through the strengthening of its employees. The workings of the Human Resource Department are highly significant and includes tasks such as employee recruitment, skills development, trainings, payroll, dismissals, safety, benefits, etc. The department also has to focus on ways to improve employee productivity and satisfaction in an organization by catering to their needs.

In this era of globalization, organizations which possess or nurture qualified and potential employees are the ones which are successful, since a large part of their success comes as a direct result of those employees who will always give an organization a competitive advantage. Therefore, in order to increase the job performance of employees, organizations have come up with a number of practices such as pay based on their performance in a certain situation, security agreements for employees which will increase their commitment level and ways to help them keep a balance between work and family life.

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Human resources are vital for the success of any business and act as the main factor for achieving organizational objectives and goals (Haghighi, 2005).

With this research, our aim is to provide critical information and insight regarding factors in the workplace environment which have a direct effect on the performance of employees in an organization. The theoretical and practical approaches used in this study will support and augment the understanding of which of these different variables affects employee performance positively, and which ones affect it negatively. The management of any organization which makes use of this study might then have a clear picture of which areas to address, and areas that need to be strengthened within their respective organizations in order to achieve the optimal levels of employee performance, and in turn productivity of the company at large.

Research Questions:

The main research questions were:

Are Supervisor's support, training and development, incentives and rewards programs, good relations with co-workers and adequate workload major factors that affect employee performance?

Objectives of the study:

This study was carried out under the following specific objectives:

- To ascertain the relationship between training and development on employee performance.
- To ascertain the relationship between leadership and employee's performance in the educational sector of Pakistan.
- To ascertain the effect of stress on employee performance.
- To establish the relationship between job incentives and employee performance.
- To determine the relationship between organizational culture and employee's performance.
- To provide recommendations for researchers and practitioners.

Hypotheses:

H₁: Positive Organizational culture has a significant impact on employee performance in an organization

H₂: Supervisor's leadership has a significant impact on employee performance in an organization.

H₃: Rewards and Incentives have a significant impact on employee performance in an organization

H₄: Stress has a significant impact on employee performance in an organization.

H₅: Training and development has a significant impact on employee performance in an organization.

LITERATURE REVIEW

2.1 Employee Performance

Organizational goals can best be achieved through the training and development of an organization's most important resource, that is, its employees (Brewster, 2007). Investments in HRM systems lead to an increase in performance levels of employees, if used effectively by organizations (Sutiyono, 2007). HRM can be described as a process for analyzing and managing a particular organization's human resources in multiple ways such as recruitment, training, appraisals, implementation of all policies and procedures related to these, as well as ensuring satisfaction and the achievement of overall strategic objectives (Hellriegel, Slocum, & Woodman, 1998).

Performance can be defined as the outcome of all cumulative actions that an employee performs using his skills, abilities, and knowledge for a particular situation or task during a given time frame (Prasetya & Kato, 2011). It is one of the steps towards the achievement of an organization's goals, which is the reason why HRM deems the improvement in employee skills vitally important, since it is directly correlated to performance (Suhartini, 1995).

Workplace environment is also an important factor that has a significant impact on an employee's performance, fulfilling their intrinsic, extrinsic, and social needs, forming the basis for their stay in an organization, as well as being the key determinant of quality in work and performance levels (Haynes, 2008). A positive work environment therefore has a multitude of benefits to an organization.

2.2 Leadership

Leadership is defined as the process where an individual influences a group under his subordination by the use of his skills, knowledge, and expertise to achieve various objectives such as attaining a high-performance level and monitoring of employees, keeping employees motivated, and achieving organizational goals (Adair, 2002). It also means ensuring employees are able to deal with any organizational change and honing their ability to focus on long-term results (Kourdi, 1999).

The leadership role is important to the building of positive inter-personal relations and self-confidence of individuals on a personal level, which means it is turn important for companies to hire highly skilled and knowledgeable individuals in these roles. As such, individuals with knowledge and past experience of working in such a capacity are preferably hired to fulfill this role (Chandrasekar, 2011).

2.3 Organizational Culture

The arrangement of attributes that vary from one organization to another is what is referred to as culture. It is a set of beliefs, behaviors, and values, and knowledge of a group of people at the same time and place (Forehand & Von, 1964).

Organizational culture can be described as a set of common values, behaviors, and beliefs that are practiced towards the achievement of organizational goals, and forms one of the main reasons why organizations with strongly developed and practiced cultures tend to perform better than those where culture is weak (Deal & Kennedy, 1982). Since organization culture is directly linked with HR practices, it also has a positive impact on employee performance and adaptability, helping them overcome any corporate challenges and situations, and provides them with a direction towards the achievement of a common goal or objective (Daft & Weick, 1984). Through the

presence of an organizational culture, employees are better aware of the history, norms, and code of conduct acceptable practiced within the company, and serves to influence their commitment towards it (Ferris, et al., 1998).

Furthermore, coordination between employees within a department as well as in the organization as a whole, coordination and integration of operations, and strategy is aided by organizational culture, also leading to better resource usage and support (Kopelman, Brief, & Guzzo, 1990). Additionally, it also allows the management to predict employee behavior in a number of different situations that can be advantageous to the wellbeing of both employees and dynamics of work relations within a company (Ogbonna, 1993).

2.4 Training and development

Training and development refers to the process of training employees with an aim to develop their skills and increase overall productivity, usually in the form of multiple planned and systematic activities which increase the level of skill, competency, and knowledge vital to performing assigned duties well within the organization (Gordon, 1992). Numerous studies have shown that the proper training of employees positively influences their performance and enhances their skills, knowledge, and ability to perform their tasks (Appiah, 2010).

Training and development also has a positive effect on the satisfaction levels of employees, especially when it has resulted in improving their competencies to perform their duties well (Martensen & Gronholdt, 2001). It also lends to increasing the self-worth and confidence in employees, since they believe they are important to the organization when they are being invested in (Jun, Cai, & Shin, 2006).

The three main reasons why an organization provides training and development to their employees is as follows:

1. Increase productivity and performance
2. Achieve organizational goals
3. Make employees succeed in any situation, where they would have failed without the given training.

The three main types of trainings which are given to employees are as follows:

1. TNA (Training Needs Analysis)
2. Training Content and Delivery approaches
3. OJT (On the job training)

It is important for organizations to develop their training programs in a manner where they optimally meet the needs and demands of the company's employees according to the skills that need to be enhanced (Ginsberg, 1997). Companies which are able to do this are the ones which get the best results out of these programs.

As such, training and development of employees is necessary for the growth, motivation, and abilities of employees, and ineffective training programs can lead not only to detrimental effects, but also end up as a waste of finances (Tsaur & Lin, 2004). Since training is a costly affair, organizations are best able to achieve their overall goals if they train employees according to the

skills they want to enhance., since this would lead to the best returns in the long run (Flynn, Schroeder, & Sakakibara, 1995).

2.5 Rewards and Incentives

Benefits that employees receive from their employer for completing a certain task or responsibility beyond their salary are called rewards, and are a key element for their motivation, increasing levels of productivity, as well as playing a certain role in employee retention (Dyck & Neubert, 2009). Rewards can take many shapes, such as cash, verbal or written praise, recognition, a combination of these, or something else entirely. Rewards end up linking the interests of employees with the team, in most cases being the source of enhances performance, leading to the achievement of organizational goals. However, it is necessary for firms giving out rewards to their employees to have an effective performance evaluation mechanism present, to ensure fairness, and quantify progress (Deeprise, 1994).

Rewards can be divided into two distinct categories, that is, extrinsic and intrinsic rewards. Extrinsic rewards are tangible in nature and are given when a person or team achieves a particular task, for instance, a trophy, medal, certificate, or even a monetary reward, and therefore originate from beyond the personal self, that is, externally. Intrinsic rewards on the other hand are intangible in nature, and can take the form of sense of achievement, self-satisfaction etc., which means that they originate from within the person (Dyck & Neubert, Principles of Management, 2009).

As such, in order to increase staff morale, motivation, and benefit to the organization in the long run, organizations should have an effective rewards and recognition program in place (Ali & Ahmed, 2009). A change in the reward system will have a direct effect on the motivation of employees. For instance, if the reward system or scale is improved, it will have a positive impact on the motivation of employees, and vice versa (Hafiza, Shah, Jamsheed, & Zaman, 2011).

2.6 Stress

Stress is a negative emotion experienced by humans, evident from physical and psychological behavior changes that usually occur when individuals face difficulty managing their tasks, colleagues, timeframes, or simply coping in their surroundings (Taylor, 1995). Stress has a negative impact on the performance of an individual, and if left unattended, can affect the overall performance of the team and department as well (Sherman, Bahlander, & Snell, 1996).

In the present day, job stress is overseeing a continuous rise and becoming one of the main challenges to be addressed by organizations the world over, since the negative effects it can lead to, such as low productivity, absenteeism, turnover, and job dissatisfaction among others, hurt the organization both in the short and the long terms.

METHODOLOGY

3.1 Research Methodology

As has been evident from the thorough literature review, the performance of employees is influenced by a number of key factors such as leadership, training and development, the organizational culture, rewards, and stress. A quantitative methodology was chosen in this study for the collection of data, which is one of the most common forms of data collection methods in use.

The results of the study would be useful in determining how these factors which have been mentioned affect employee performance. Employee performance will be the dependent variable in this study whereas all factors which effect it, such as leadership, organizational culture, training, rewards, and stress, will be the independent factors.

3.2 Population

According to the latest data available, the target audience numbered 137, which in the case of this study were the teachers of Greenwich University.

3.3 Sampling method

Out of the total population size of 137, the sample size was determined to be 60, with the respondents being selected through random sampling method.

3.4 Geographical distribution of sample

The geographical distribution of sample was restricted to Greenwich University, located in the Defence Phase VI area of Karachi.

3.5 Demographical distribution of sample

The demographical distribution of the sample was obtained through the questionnaire and includes their gender, age, as well as the level of education and professional experience.

3.6 Data collection and Analysis

Data collection methods used in the study comprised of both primary and secondary sources. A structured questionnaire designed on the basis of a Likert scale, with responses categorized on a five-point scale as strongly agree (SA), agree (A), unsure (U), disagree (DS), and strongly disagree (SDA) was used for the collection of primary data, with a total of 14 questions. The questionnaire included different variables to measure the impact that the independent variables have on employee performance. The participants were asked to provide their name and personal information, which was kept confidential, and provided the answers in written form. Secondary data was collected from articles retrieved from journals and theses relevant to this study. The results from the questionnaires were tabulated in excel, and pie charts were derived for illustrative purposes, while the findings for each question was compiled into a different category in percentages.

3.7 Statistical Analysis

The T-test was used in this study to derive results to prove or disprove the hypothesis from the gathered data, and check for correlation between the different variables. Furthermore, since the study uses 5 independent and 1 dependent variable, the data was also analyzed using Multi Linear Regression (MLR).

DATA ANALYSIS, FINDINGS, AND DISCUSSION

There were total of 13 questions in the questionnaire out of which 3 were related to demographics and rest was related to hypothesis. The findings of those questions are as follows:

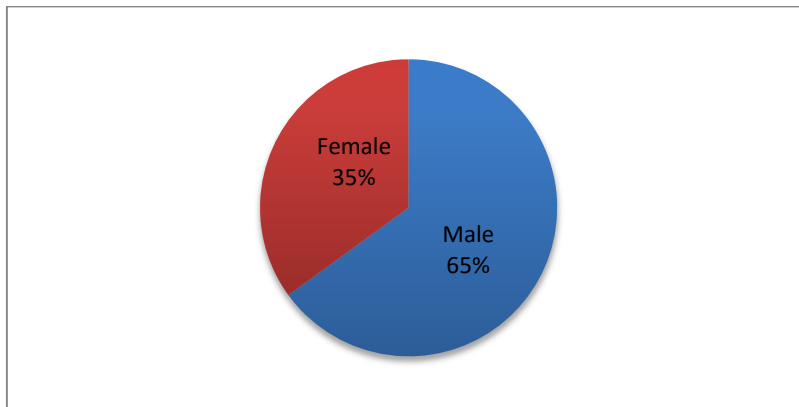
4.1 Graphs

4.1.1 Gender

Table 1 - Gender:

Gender	Frequency	Percentage
Male	39	65%
Female	21	35%
Total	60	100%

Fig. 1 - Gender:



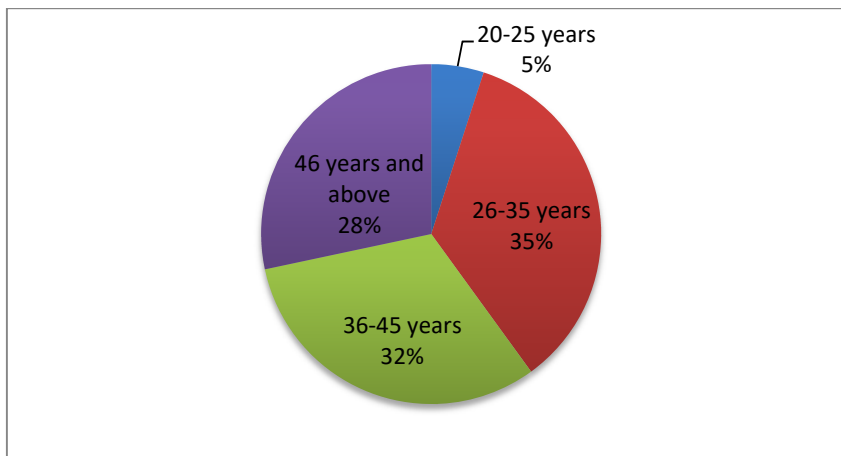
The graph shows the total respondents which were 60 out of which 39 are males and 21 are females.

4.1.2. Age

Table 2 - Age:

Age	Frequency	Percentage
20- 25 years	3	5%
26- 35 years	21	35%
36- 45 years	19	32%
46 years and above	17	28%
Total	60	100%

Fig.2 - Age:



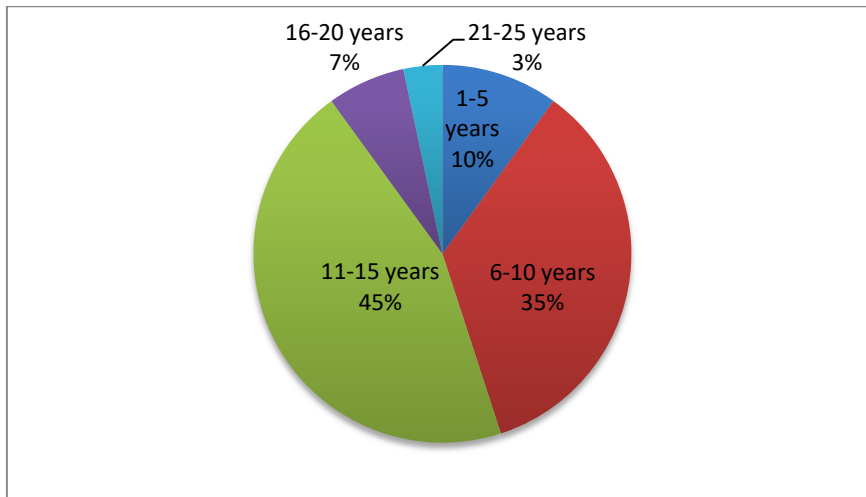
This shows that the highest number of respondents fall into the group of 26-35 years which is the peak time of getting to know your career path and deciding which organization is making you feel comfortable and providing you with things you need.

4.1.3 Professional Experience

Table 3 - Professional Experience:

Professional Experience	Frequency	Percentage
1-5 years	6	10%
6-10 years	21	35%
11-15 years	27	45%
16-20 years	4	7%
21-25 years	2	3%
Total	60	100%

Fig. 3 - Professional Experience:



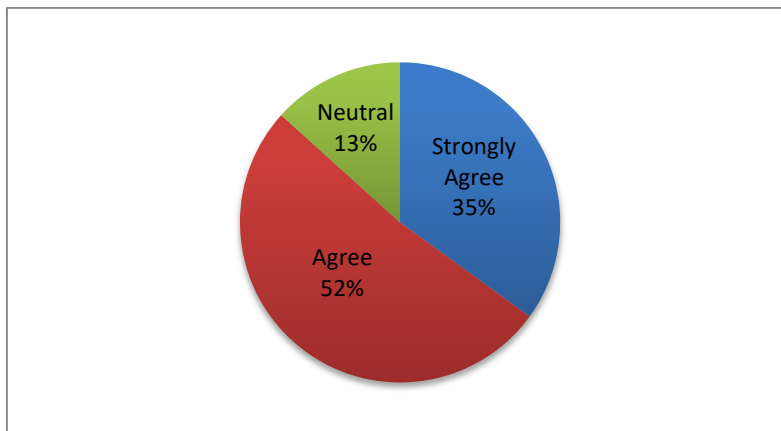
The graph shows that most of the respondent's professional experience is 11-15 years that is a lot of time for an individual to know which factors are affecting his job performance in an organization.

4.1.4 Do you think organizational culture helps in developing a good working environment in the organization?

Table 4 - Organizational Culture helping in development of good working environment:

	Frequency	Percentage
Strongly Agree	21	35%
Agree	31	52%
Neutral	8	13%
Disagree	0	0%
Strongly Disagree	0	0%
Total	60	100%

Fig. 4 - Organizational Culture helping in development of good working environment:



The graph shows that 52% respondents do agree that organizational culture helps in developing a good working environment in an organization whereas 35% strongly agree and 13% are neutral.

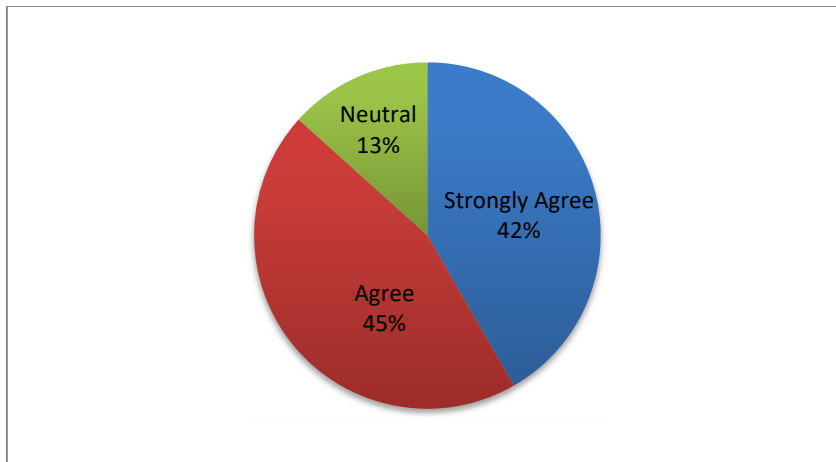
4.1.5 Do you think good organizational culture helps you to increase your job performance?

Table 5 - Organizational Culture helps to increase job performance:

	Frequency	Percentage
Strongly Agree	25	42%
Agree	27	45%
Neutral	8	13%
Disagree	0	0%
Strongly Disagree	0	0%
Total	60	100%

Fig. 5

Organizational Culture helps to increase job performance:



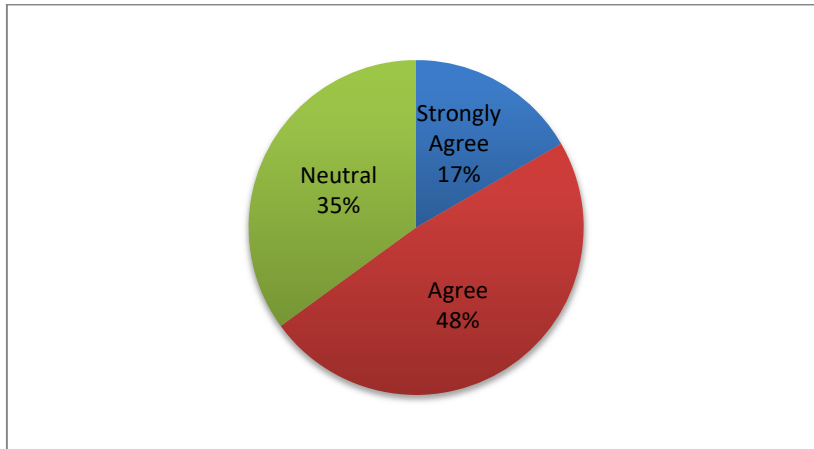
The graph shows that 45% respondents do agree that organizational culture do have an effect on their job performance and it helps them in increasing it whereas 42% strongly agree and 13% are neutral about it.

4.1.6. Do you think training and development plan helps in playing role to develop a good working environment in the organization?

Table 6 - Training and Development helps in developing a good working environment:

	Frequency	Percentage
Strongly Agree	10	17%
Agree	29	48%
Neutral	21	35%
Disagree	0	0%
Strongly Disagree	0	0%
Total	60	100%

Fig. 6 - Training and Development helps in developing a good working environment:



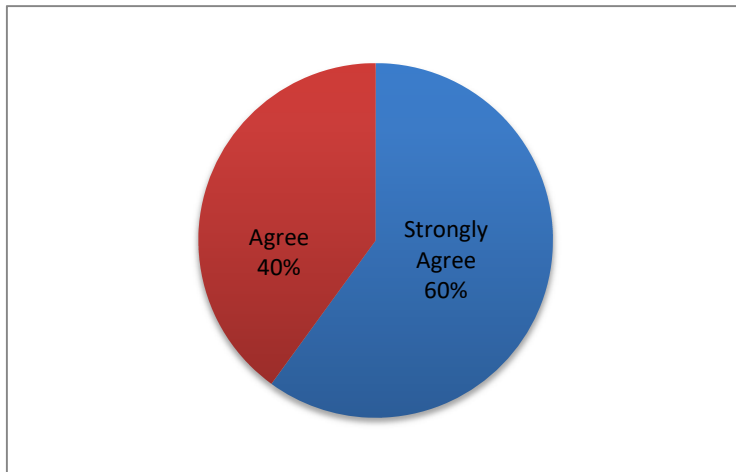
The graph shows that 48% respondents think that training and development provides them with good working environment in an organization. Whereas 17% strongly agree and rest are neutral.

4.1.7. Does a good training and development plan helps to increase your job performance in the organization?

Table 7 - Training and Development helps to increase job performance:

	Frequency	Percentage
Strongly Agree	36	60%
Agree	24	40%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	60	100%

Fig. 7 - Training and Development helps to increase job performance:



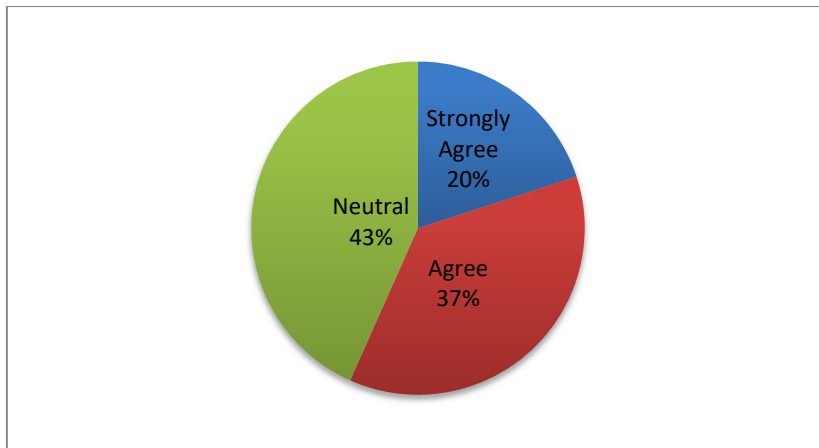
This graph shows that 60% respondents strongly agree that training and development programs really helps them in increasing their job performance whereas 40% agree which makes it this variable one of the strongest factors what affects an employee’s performance.

4.1.8. Do you think rewards and incentives helps in playing role to develop a good environment in the organization?

Table 8 - Rewards and Incentives helps in developing good working environment:

	Frequency	Percentage
Strongly Agree	12	20%
Agree	22	37%
Neutral	26	43%
Disagree	0	0%
Strongly Disagree	0	0%
Total	60	100%

Fig. 8 - Rewards and Incentives helps in developing good working environment:



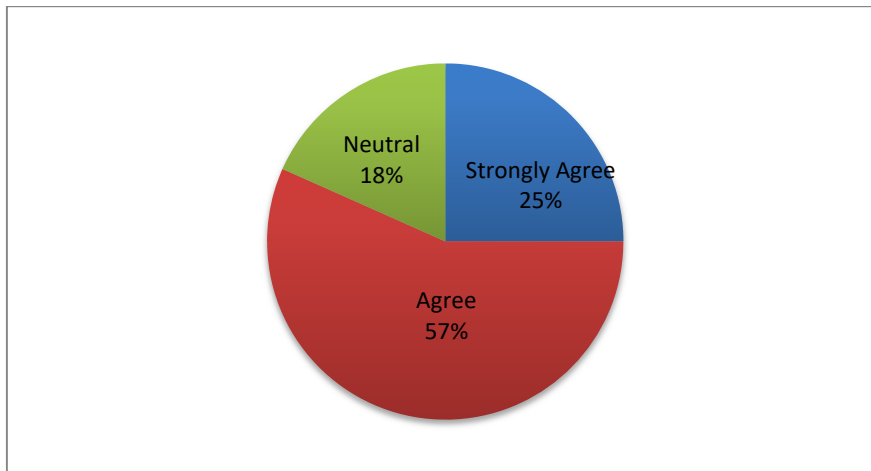
The graph shows that 43% respondents are neutral about rewards and incentives playing role in developing a good working environment whereas 37% agreed and rest 20% strongly agree.

4.1.9. Does a good rewards and incentives package helps to increase your job performance in the organization?

Table 9 - Rewards and Incentives helps to increase job performance:

	Frequency	Percentage
Strongly Agree	15	25%
Agree	34	57%
Neutral	11	18%
Disagree	0	0%
Strongly Disagree	0	0%
Total	60	100%

Fig. 9 - Rewards and Incentives helps to increase job performance:



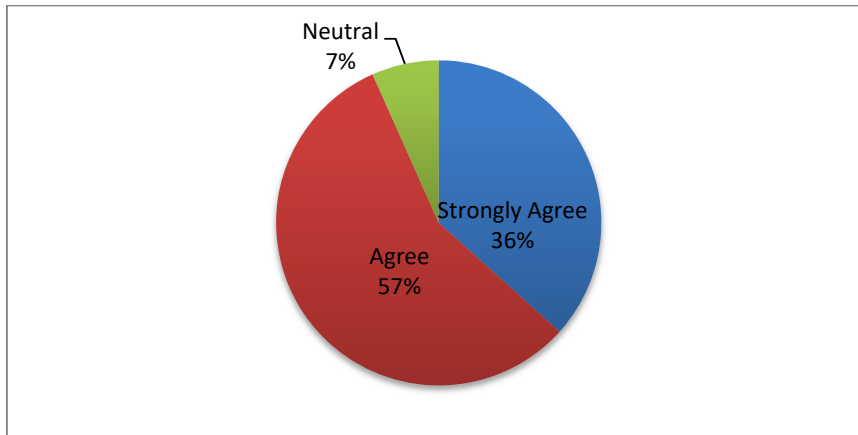
The graph shows 57% respondents agree that rewards and incentives help to increase their job performance in an organization whereas 25% strongly agree and rest of 18% are neutral about this factor.

4.1.10. Do you think your supervisor's leadership helps in playing role to improve working environment in the organization?

Table 10 - Supervisor's Leadership helps in development of good working environment:

	Frequency	Percentage
Strongly Agree	22	57%
Agree	34	36%
Neutral	4	7%
Disagree	0	0%
Strongly Disagree	0	0%
Total	60	100%

Fig. 10 - Supervisor's Leadership helps in development of good working environment:



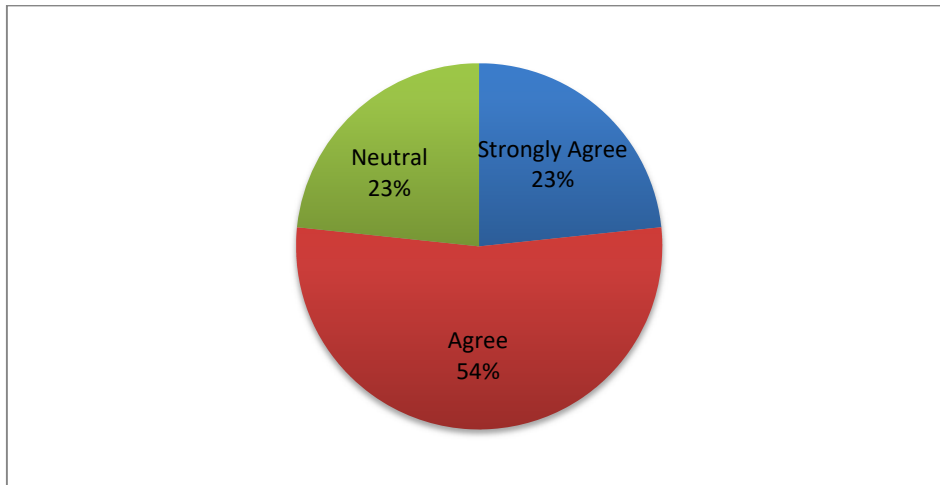
The graph shows that 57% of respondents agree on the factor that supervisor's leadership plays a role in developing a working environment in an organization whereas 36% strongly agree and rests of the respondents are neutral.

4.1.11 Do you think that your performance level has increased with the help of your supervisor's leadership skills?

Table 11 - Supervisor's Leadership helps to increase job performance:

	Frequency	Percentage
Strongly Agree	14	23%
Agree	32	54%
Neutral	14	23%
Disagree	0	0%
Strongly Disagree	0	0%
Total	60	100%

Fig. 11 - Supervisor's Leadership helps to increase job performance:



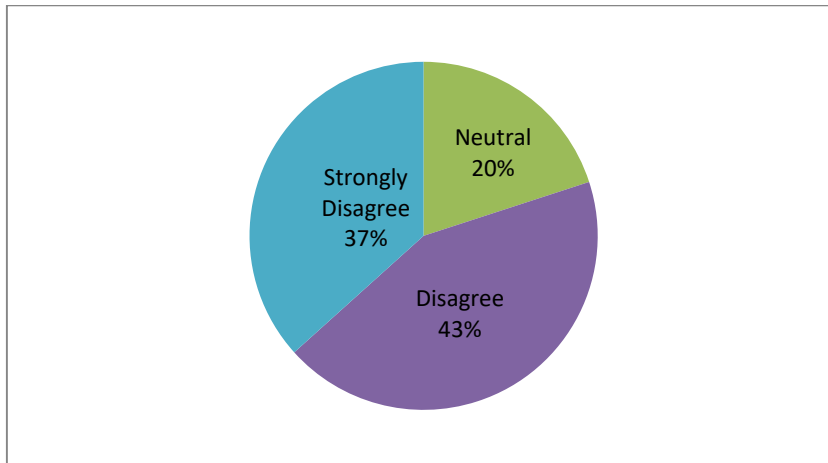
The graph shows that 54% respondents agree with the fact that supervisor's leadership does help in improving their job performance whereas 23% agree and rests of with are neutral about it.

4.1.12 Do you think that stress helps in developing a good working environment in the organization?

Table 12 - Stress helps in development of good working environment:

	Frequency	Percentage
Strongly Agree	0	0%
Agree	0	0%
Neutral	12	20%
Disagree	26	43%
Strongly Disagree	22	37%
Total	60	100%

Fig. 12 - Stress helps in development of good working environment:



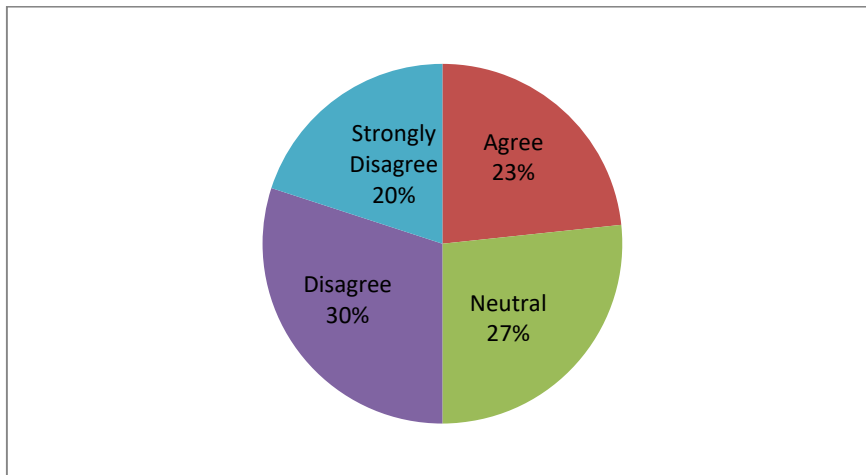
The graph shows that 43% respondents disagree that stress helps in developing a good working environment whereas 37% strongly disagree and rests of the respondents are neutral about this question.

4.1.13 Do you think that stress helps to increase your job performance in the organization?

Table 13 - Stress helps to increase your job performance:

	Frequency	Percentage
Strongly Agree	0	0%
Agree	14	23%
Neutral	16	27%
Disagree	18	30%
Strongly Disagree	12	20%
Total	60	100%

Fig. 13 - Stress helps to increase your job performance:



The graph shows that 30% respondents believe that stress does not help to increase their job performance, whereas 27% are neutral and 23% even agree that stress does increase their performance. However, it varies from situation to situation, and lastly 20% strongly disagree.

4.2 Regression Analysis

Model Summary

<u>Model</u>	<u>R</u>	<u>R Square</u>	<u>Adjusted R Square</u>	<u>Std. Error of the Estimate</u>
1	.693 ^a	.462	.488	.4978

a. Predictors: (Constant), Organizational Culture, Training and Development, Incentives and Rewards, Leadership and Stress.

In the Model Summary, R refers to the correlation between the variables. If the correlation (R) is high, then that would mean the relation is strong. In this table, the relationship between the independent variable and dependent variable is around 69% which indicates that the degree of correlation is moderate. Since MLR is also used in this study, R-Square is the scope of the study. R-Square describes the variability, which is the proportion of variation in the dependent variable (Employee Performance) that can be elucidated by the independent variable (organizational culture, training and development, stress, rewards and incentives and leadership). The R-Square in this table is 46% which means that the independent variable has this much variability on the dependent variable.

The Significance Value in the table is 0.00 which determines that there is a highly significant impact on the variables since it is below 0.005

From this table, it can be determined that there is a positive and significant impact on independent variables on dependent variable or not. The coefficient table explains that three independent variables are highly significant since the value of Significance is below 0.05 and the impact is positive as all the T-values are positive whereas the other two variables have significant value above 0.05 which is why they are rejected.

ANOVA^b

<u>Model</u>	<u>Sum of Squares</u>	<u>df</u>	<u>Mean Square</u>	<u>F</u>	<u>Sig.</u>
1 <u>Regression</u>	8.121	7	6.125	20.791	.000 ^b
<u>Residual</u>	37.360	116	.403		
<u>Total</u>	45.481	123			

a. Predictors: (Constant), Organizational Culture, Training and Development, Rewards and Incentives, Leadership and Stress.

b. Dependent Variable: Employee Performance

The Significance Value in the table is 0.00 which determines that there is a highly significant impact on the variables since it is below 0.005.

Coefficients^a

<u>Model</u>		<u>Unstandardized</u> <u>Coefficients</u>		<u>Standardiz</u> <u>ed</u> <u>Coefficient</u> <u>s</u>	<u>t</u>	<u>Sig.</u>
		<u>B</u>	<u>Std. Error</u>	<u>Beta</u>		
<u>1</u>	<u>(Consta</u> <u>nt)</u>	<u>3.736</u>	<u>.297</u>		<u>7.749</u>	<u>.000</u>
	<u>OC</u>	<u>.181</u>	<u>.074</u>	<u>.128</u>	<u>1.040</u>	<u>.037</u>
	<u>T&D</u>	<u>.139</u>	<u>.056</u>	<u>.359</u>	<u>4.707</u>	<u>.015</u>
	<u>R&I</u>	<u>.155</u>	<u>.086</u>	<u>.358</u>	<u>2.536</u>	<u>.026</u>
	<u>Leaders</u> <u>hip</u>	<u>.131</u>	<u>.070</u>	<u>.065</u>	<u>2.065</u>	<u>.000</u>
	<u>Stress</u>	<u>.281</u>	<u>.065</u>	<u>.047</u>	<u>4.249</u>	<u>.010</u>

a. Dependent Variable: Employee Performance

From the table above, whether there is a positive and significant impact of independent variables on dependent variable or not can be determined. The coefficient table explains that three independent variables are highly significant since the value of Significance is below 0.05 and the impact is positive as all the T-values are positive whereas the other two variables have significant value above 0.05 which is why they are rejected.

CONCLUSION

For organizations, employee performance is one of the key factors for success, which they utilize to get ahead of competition, achieve their goals, and earn profits. The purpose of the study was to analyze the various factors which affect employee performance, in the context of Greenwich University, Karachi. The hypothesis was proven through the use of Multiple Linear Regression, run on the SPSS software. The factors with the highest impact on the performance of employees of Greenwich University were Leadership, training and development, and stress, which means that these independent variables had the most impact on the dependent variable.

5.1 Limitations

The limitation for this study was the time span, which was short and did not allow the sample size to be larger than 60. If the time span was longer, the sample could have included employees from

different universities across Karachi. Furthermore, the study could have been more advanced with the use of more independent variables besides the ones used in this study.

5.2 Future Research

For future research, the researchers can increase the sample size to include employees of various universities in Karachi, and / or include more variables than just the ones that are part of this study, as has been mentioned in the limitations above. This would allow the management of universities to better understand the factors that impact employee performance and how they can manipulate these to their optimal potential, and in turn keep the morale, motivation, and performance of their employees high.

5.3 Recommendations

Based on the results and findings of this study, the three main variables which affect employee performance for the staff of Greenwich University are stress, training and development, and leadership. It is therefore imperative for the management to assist the staff at all levels in relation to these factors in order to have the highest positive impact on their performance, and have them stay committed to their jobs, under all situations that they may face. Training and development should take priority, and the staff should be provided initial training in any form so that they may understand their job roles and responsibilities in a better manner. Although the initial costs of such programs may be high, the ROI in the long term more than makes up for these.

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